1

G. R. S. IX-5]

Previous references.

File No. 306.

1919.

Serial Nos. 1—3

(E.A.8)

Later references.

Preserve
8.11.63

p. 28(E)

GENERAL AND REVENUE SECRETARIAT.

Serial Nos. 1—3.

Part B for October 19.

SUBJECT.

Note on "Establishment of Model Offices."

Note by Mr N. Madhava Rao. Footnotes and the file recorded without orders.

W D 1250—GPB—80,000 28-1-19

J. Sreenivasaraiya
1-1-19

GENERAL AND REVENUE SECRETARIAT.

( )

NOTES.

G.A.G. File No. 306-18

FILE HEADING.

Establishment of Model Offices.
(Orgn. & Dev: subject of under Divn. I - Admn.)

From

No.	Dated	Received

Diary No.	Enclos.	Spare Copies.	Serial No.

BRIEF ABSTRACT OF LETTER.

NOTES AND ORDERS.

Submitted

1) This is one of the current O & D Subjects for consideration during the current 4 months - May to Septr. The study and working of the subject is assigned to -

1. The Revenue Commr.
2. The Rev: Secretary.
3. Mr. N. Madhava Rao &
4. " A.C. Ramanathan.

NOTES—First Sheet.

WD 1232—GPB—20,000—18-11-16

P.T.O.

G. R. S. III-2]

General and Revenue Secretariat. | E.A.& File No. 306 of 191 8.

Serial No.

D.311
20-8-18

2) In letter No. 101-31 of 22.7.18, notes were called for from the Officers. No replies have been receiv

3) A note prepared by Mr. Madhava Rao on the subject is proposed to be circulated to the other workers for their views.

4) A draft letter to the workers is subd.

Chief Secy) 19/8

5) appd 21/8

Issue 23/8

No. 813-15 of 24.8.18

1 To The Rev. Comr.
The Rev. Secy
Mr. A.V. Ramanathan

Forward note for favour of their views & criticism thereon.

2: From Mr. A.V. Ramanathan, U.S.D.
D.O. dated. 6.9.18.

~~Forwards~~ While agreeing with the proposals made in the note sent to him on Model Offices, makes some suggestions

6) Submitted; after notes in the Rep.
Mr. Other workers will be reminded next week.

6/9/18.

10/9

NOTE—Contn. sheet.

G. R. S. III-2]

General and Revenue Secretariat. | EAG File No. 306 of 1918.

Serial No.

7) Draft reminder subd. for kind approval calling for notes on 'model offices'.

21/9/18

NLL 21/9

D.O's issued on 21.9.18.

(8) Submitted. No replies have yet been received from the Rev. Comr. & the Rev. Secy. A D.O. reminder is subd for kind approval.

21/9/18

NLL

(9) I believe the Rev. comnr's reply is received.

1/11/18 5/11

NLL 7/11

(3) From the Rev Commr No C. 415 of 31.10.18. Furnishes his report on the note on Model Offices.

(10) Subd. The R. C's reply has just been received. An abstract statement of proposals received from the three workers will be put up and then may be subd to the Rev: Secy for his own remarks and views.

7/11/18

(11) Subd to Rev secy for favour of recording his views

NLL 8/11/18

(12) Returned with a brief reply agreeing generally with the proposals contained in the note.

15.11.18

NOTE—Contn. sheet.

Form B-5

5

WD 1233—GPB—60,000—4-12-16—S.

567

G. R. S. III-2.

General and Revenue Secretariat.

File No. E.A.G. 306 of 1918.

Serial No.

(13) The proposals are agreed to in the main by all the officers. The Rev Commr suggests that the arrangements may be tried in one Sub Div. If the scheme is generally approved, details will be elaborated

Chief Secy

NEE 16/11/18

(14) Yes. The Scheme seems to be suitable.

16/11/18

(15) I have gone through the note again & revised it in part to meet the Rev Commr's point regarding periodical returns. The cost cannot be definitely fixed down without some actual experience. If the Scheme is approved, we may leave individual offices to adopt it after intimating to Govt their requirements etc

Chief Secy

NEE 2/12/18

(16) For perusal & approval

Dewan

3124
10.12.18

(17) I am sorry I have to record dissent from the main principle of the Scheme as contained in the note. The aim should be to make Govt offices capable of being so operated - not to make them under human conditions. This may be submitted to the Govt wherein formal approval will

NOTE—Contn. sheet.

13, — 41

6

WD 1233—GPB—60,000—1-12-16—S.

P—155 — 567

G. R. S. III-2.

General and Revenue Secretariat. | Eng File No. [illegible] of 191 .

Serial No.

(18) Resubmitted with refce to paragraph 17

[illegible] 13/1 Chief Secy) Ler 13/1

(19) Resubmit in June -

CSS 27/VI/19

(20) P note [illegible] 27/1

(21) Resubmitted as per orders in para 17.

[illegible] 14/7 Chief Secy

Dewan

[illegible] 16-7-19.

CSS 24/7/19

DEWAN'S OFFICE.
Recd. on JUL 24 1919
Reg. No. 590.

9 + 5 are extra-working scheme to work out which means a great outlay which we present circ[illegible] & our finances may not permit

[illegible] 24-7-19

Leely 27.7.19

The note may be printed & kept for refce when required.

The papers may be recorded.

CSS 28/7/19

Proof sent with print order on 20-8-19. 200 copies called for

NOTE—Contn. sheet.

MEY 30/7

Printed copies of the note recd on ~~[illegible]~~ 10-10-19. One copy placed in ~~the~~ file & rest the count to Records.

[illegible] 25/10/19.

7

GOVERNMENT OF HIS HIGHNESS THE MAHARAJA OF MYSORE

GENERAL AND REVENUE SECRETARIAT

No. 101-37

Bangalore, Dated 22nd ~~January~~ July 1918.

From

Secretary to the Government of His Highness the Maharaja of Mysore.

To The Officers (as per printed list of current subjects)

SIR,

With reference to paragraph 7 of G.O.No.G.9252-301/G.M.411-16-1 dated the 5th January 1917 sanctioning a scheme for Organization and Development work, I am directed to request that you will be so good as to co-operate in the investigation of the marginally noted subject. I am to request that a note of your views on the subject may be kindly furnished at an early date, before the 15 Aug 1918, if practicable.

Subjects noted as per Current list printed.

I have the honor to be,

Sir,

Your most obedient servant,

(Sd) N. Madhava Rao.

for Secretary to Government.

GRSM.494

813-15/E.A.G.-806

8

~~Chief Secy.~~
19/8/18.

Dear Sir,

In ~~[illegible]~~ continuation of this office letter No. 101-31 E.A.G. 413 of 22.7.18, I am desired to forward herewith a copy of a note on the Establishment of Model Offices with the request that you will be so good as to favour me with ~~your~~ a note of ~~your views on the subject and also your recommendations and return the same at an early date.~~ your views & criticisms thereon

Yours sincerely
[illegible]

~~The Hon~~
1. H. V. Ramanathan, Esq, B.A.,
U.C.D.
2. The Hon Comr.
3. The Hon Secy.

MODEL OFFICES.

The Proposal.

The proposal is to constitute a few existing offices into model offices and to devote special attention therein to

(i) the prompt disposal of business,

(ii) the punctilious observance of rules and procedure,

(iii) the training and discipline of officials,

(iv) the provision of modern office requisites,

(v) the proper maintenance of records, and

(vi) the study and application of modern office systems.

Objects.

The model offices would serve to demonstrate the extent to which office business, which is notoriously slow and unsystematic at present, may be accelerated and improved. They will set a standard to which other offices of the same kind would aspire to rise.

The model offices would also serve as an excellent testing ground for new rules and improvements which are being constantly introduced, but with an insufficient appreciation of the practical difficulties involved. If our reforming zeal is not to outrun the possibilities of practical success, new rules & procedures should be tested in actual working in a few offices before being generally introduced..

The model offices should also furnish a corps of officials trained in office systems, whose services would be much in requisition in all departments. The old office traditions are fast disappearing and the modern methods are very imperfectly known. The officials trained in model offices, distributed as they would be in course of time

in all branches of the service, would serve to establish a new and sorely needed tradition of modern business methods.

At present, Probationary Assistant Commissioners are sent for training to ~~the~~ various offices where the methods pursued are so slipshod and the disposal of business so dilatory that the young officers learn little except in the negative way of understanding what to avoid. The training could be far more profitably arranged in model offices conducted in the manner proposed.

Selection of model offices and initial arrangements.

A beginning may be made with a few offices at present. Perhaps one Secretariat, one District Office, two Taluk Offices and the offices of two Heads of Departments will do for a beginning. It is essential that the head of the office should be one endowed with a penchant for business and for improvement and he must be allowed all facilities required to man his office efficiently. Any increase of staff shown to be necessary may be sanctioned temporarily and as a special case. Arrangements may be made to train the officials for a short time in a commercial office or in the Postal Department or in any other branch of the public service where promptness and system have been perfected. Fitting appliances and other modern conveniences of business should be freely supplied.

Standards.

The standard of efficiency to be reached ~~by~~ in model offices may be laid down as follows:-

(1)

(1) No paper received in an model office should remain undisposed of for more than a week in ordinary cases, or more than a month in cases requiring collection of information, local inspection or hearing of parties.

(2) No periodical report or return for which the materials can be obtained in the office should be delayed by even a day. If information is due from other offices, action should be taken at least a week in advance.

(3) Not more than 3 days should elapse after the disposal of a paper for its being sent to the records.

(4) No paper filed in the Record Room should require more than 10 minutes' search for being produced.

(5) The system of work prescribed in the rules, manuals, etc., should be religiously followed.

(6) No clerk should be late in attending office on more than one day in the month and that not more than 15 minutes.

Inspection of Model Offices.

Reward of efficiency.

The model offices should be inspected by a Member of Council once in six months, If the prescribed standard is not maintained, a chance may be given for improvement. Failing this, the office should cease to be a model office.

If the condition of the office is found satisfactory, a small allowance may be given to the officials. The office should get credit for any improvements, economies and retrenchments it may effect by simplifi-

simplification of business and other means, the amount thus saved being available for distribution to the officials as enhanced allowance.

New offices may be admitted to the privileges of model offices if they can rise to the requisite standard.

Cost.

It is difficult to calculate the cost of the scheme. It may be roughly estimated as follows:-

Increased staff (if necessary) ...	Rs.3,000
Allowances to officials...	Rs.2,000
Office equipment...	Rs.1,000
Total.per year.	Rs.6,000

Conslusion.

It may be objected that every office should, in the ordinary course, be efficiently and properly conducted and that the stimulation of efficiency by special inducements may not produce lasting results and may leave the majority of offices unimproved. There is, however, reason to believe that when once a high standard of efficiency is reached, there will be a desire to maintain it. Good habits, no less than bad, tend to perpetuate themselves. And though the scheme applies to a few offices, it will, by force of imitation and emulation, exercise a far wider influence. It will be the little leaven that leaveneth the whole lump.

MLL 1918

Model Offices.

I agree generally with the proposals contained in the note, and would only observe that the offices selected will require much guidance in the first instance to adopt proper methods to achieve the objects in view. The training of the officials selected is also of great importance, and the suggestion to put them in a Commercial office or the Postal Department requires to be carefully elaborated.

PO
15.11.18.

D.398
6-9-18

14

Put up with refer
6/9/18

Dewan's office,
Bangalore, 6th September 1918.

Dear Sir,

In reply to your demi-official letter No. 813-15/E.A.G. 306 dated the 23rd ultimo, forwarding a copy of a Note on the Establishment of Model Offices, I write to state that I generally agree with the proposals made therein. I would however, suggest that the following matters may be provided for in it.

(1) Under 'Initial Arrangements'.

The location of the different branches of the office should be so arranged as to involve minimum delay in the transit of files and ensure that every official is working under the direct eye of the ministerial head controlling him. The distribution of furniture and other office requisites should be made so as to avoid unnecessary fatigue to the staff while at work.

15

(2) Under 'Standards'.

Time records should be maintained for each class of work and the time of each officer and official during office hours accounted for accurately by the maintenance of work-sheets.

(3) 'Inspection of offices and reward of efficiency'.

"The Member of Council inspecting the office will, on the recommendation of the head of the office and an examination of the time records and work-sheets maintained by each official, grant to the best official in the office an 'Efficiency Allowance' of 1/5th of his pay, tenable for the next six months."

The savings referred to in this section may be distributed as bonus among the members of the staff by whose efforts they were effected, so as to ensure that the parties best entitled to the same are benefited thereby.

Yours sincerely,

N.Madhava Rao, Esq., B.A., B.L.,

Under Secretary to Government.

16

OFFICE OF THE REVENUE COMMISSIONER
IN MYSORE.

No. C.4158/18-19.

Bangalore, 28th October 1918.

FROM

D.567
7/11/18

K.R. Srinivasaiengar Esq., M.A.,
Revenue Commissioner in Mysore.

To

Chief
The Secretary to the Government of
His Highness the Maharaja of Mysore,
~~*Department.*~~

SIR,

Adverting to your letter No.813-15/E.A.G.306 dated the 24th August 1918 forwarding copy of a note on the establishment of model offices and requesting my views and criticisms thereon, I have the honor to state as follows.

2. If the aim of Government is that not only the work in the model offices should be prompt but the returns and reports should be submitted promptly and on due dates, it is necessary that all subordinate offices should be model ones. The Revenue Commissioner's office cannot, for instance, be worked with any success as a model office unless all District Offices are model ones, the District Offices unless Taluk Offices are models and so on. I would therefore suggest that if a beginning is to be made in this direction, we may make a start with 2 or 3 Taluk Offices in the first instance, or a Sub Division with all the Taluks comprised therein. I may also state that if any of the Taluk Offices is to be made into a model one, it will be necessary to weed out about 50 per cent of the officials therein and replace them by a better and more efficient and competent class of men. It may be further necessary to strengthen the establishment by about 25 per cent of the present strength provided no additional work is thrown on the Taluk Office, in which case further addition to the staff will have to be made. This will entail an additional cost of about Rs 1000/-

17

R. C. 4

From

The *Revenue Commissioner in Mysore.*

To Chief 13730

The Secretary to the Government of

H. H. the Maharaja of Mysore,

~~*Department.*~~

Dated 28th October 1918.

Despatched 31st

Received

General No. C. 4158/18-19

Enclosure No. —

SUBJECT.

Furnishing opinion re the establishment of model offices.

to Rs 1500/- annually for each Taluk Office so that the estimated cost as provided in the note will just be sufficient for only a single Sub Division of about 3 Taluks.

I have the honor to be,

Sir,

Your most obedient servant,

Revenue Commissioner.

H.V.

P. No: 1883 PROOF FOR APPROVAL

GEN. & REV. SECT. VIII E. AUDIT. 12 AUG

MODEL OFFICES.

(Note by Mr. N. Madhavan)

THE PROPOSAL.

The proposal is to constitute a few existing offices into model offices and to devote special attention therein to—

(i) the prompt disposal of business,
(ii) the punctilious observance of rules and procedure,
(iii) the training and discipline of officials,
(iv) the provision of modern office requisites,
(v) the proper maintenance of records, and
(vi) the study and application of modern office systems.

OBJECTS.

The model offices would serve to demonstrate the extent to which office business, which is notoriously slow and unsystematic at present, may be accelerated and improved. They will set a standard to which other offices of the same kind would aspire to rise.

The model offices would also serve as an excellent testing ground for new rules and improvements which are being constantly introduced, but with an insufficient appreciation of the practical difficulties involved. If our reforming zeal is not to outrun the possibilities of practical success, new rules and procedures should be tested in actual working in a few offices before being generally introduced.

The model offices should also furnish a corps of officials trained in office systems, whose services would be much in requisition in all departments. The old office traditions are fast disappearing and the modern methods are very imperfectly known. The officials trained in model offices, distributed as they would be in course of time in all branches of the service, would serve to establish a new and sorely needed tradition of modern business methods.

At present, Probationary Assistant Commissioners are sent for training to various offices where the methods pursued are so slipshod and the disposal of business so dilatory that the young officers learn little except in the negative way of understanding what to avoid. The training could be far more profitably arranged in model offices conducted in the manner proposed.

SELECTION OF MODEL OFFICES AND INITIAL ARRANGEMENTS.

A beginning may be made with a few offices at present. Perhaps one Secretariat, one District Office, two Taluk Offices and the offices of two Heads of Departments will do for a beginning. It is essential that the head of the office should be one endowed with a penchant for business and for improvement and he must be allowed all facilities required to man his office efficiently. Any increase of staff shown to be necessary may be sanctioned temporarily and as a special case. Arrangements may be made to train the officials for a short time in a commercial office or in the Postal Department or in any other branch of the public service where promptness and system have been perfected. Filing appliances and other modern conveniences of business should be freely supplied.

STANDARDS.

The standard of efficiency to be reached in model offices may be laid down as follows:—

(1) No paper received in a model office should remain undisposed of for more than a week in ordinary cases, or more than a month in cases requiring collection of information, local inspection or hearing of parties.

(2) No periodical report or return for which materials can be obtained in the office itself should be delayed by even a day. If information is due from other offices, action should be taken at least a week in advance.

(3) Not more than three days should elapse after the disposal of a paper for its being sent to the records.

(4) No paper filed in the Record Room should require more than 10 minutes' search for being produced.

(5) The system of work prescribed in the rules, manuals, etc., should be religiously followed.

(6) No clerk should be late in attending office on more than one day in the month and that not more than 15 minutes.

Inspection of Model Offices.

Reward of Efficiency.

The model offices should be inspected by a Member of Council once in six months. If the prescribed standard is not maintained, a chance may be given for improvement. Failing this, the office should cease to be a model office.

If the condition of the office is found satisfactory, a small allowance may be given to the officials. The office should get credit for any improvements, economies and retrenchments it may effect by simplification of business and other means, the amount thus saved being available for distribution to the officials as enhanced allowance.

New offices may be admitted to the privileges of model offices if they can rise to the requisite standard.

Cost.

It is difficult to calculate the cost of the scheme. It may be roughly estimated as follows:—

	Rs.
Increased staff (if necessary)	3,000
Allowances to officials.	2,000
Office equipment.	1,000
Total per year	6,000

Conclusion.

It may be objected that every office should, in the ordinary course, be efficiently and properly conducted and that the stimulation of efficiency by special inducements may not produce lasting results and may leave the majorty of offices unimproved. There is, however, reason to believe that when once a high standard of efficiency is reached, there will be a desire to maintain it. Good habits, no less than bad, tend to perpetuate themselves. And though the scheme applies to a few offices, it will, by force of imitation and emulation, exercise a far wider influence. It will be the little leaven that leaveneth the whole lump.

N. MADHAVA RAO,
Under Secretary, E. ~~and~~ A. Branch.

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833
31-7-18
1-8-18

P-155 of 31/7/18

19.8.1918

To. The Superintendent Govt Printing, with the request that 30 spare copies may be sent to the E.A. Branch. Proof may be kindly sent for approval.

Kindly have Plan under Leaves, E. & Br.

D.O. 537

Chief Secretariat
21/8/19
22

25

Dear Sir
In reply to your D.O. of the 20th inst. on printing of the Note on Model Offices, ~~I hand~~ I write to say that you may kindly have the same printed in the foolscap folio size with an ~~heading~~ ordinary cover and title page as indicated therein.

Yours sincerely,
NLY

D.B. Ramachandra Iyer Esq.
Supt. Govt. Printing

26

D. O. No. 575

Office of the Superintendent,
Government Printing in Mysore,
Bangalore, 20th August 1919.

Dear Sir,

I have just received proof of the Note on Model Offices, when the work was first sent to the Press, no instructions were given as to size and therefore it was set up to the usual Foolscap folio size. If the matter has now to be over-run to Royal 8 vo it means unnecessary expense to Government.

I therefore request you to kindly let me know your desire in the matter. The work will be kept in abeyance until I hear from you.

Yours sincerely,

C. Ramaiah

N. Madhava Rao, Esq., B.A., B.L.,
Under Secretary to Government.

GOVERNMENT OF HIS HIGHNESS THE
MAHARAJA OF MYSORE.

ORGANIZATION AND DEVELOPMENT WORK.

DIVISION I—Administration (General including Miscellaneous).

No. 11.

ESTABLISHMENT OF MODEL OFFICES.

WORKERS.

REVENUE COMMISSIONER,

REVENUE SECRETARY,

MR. N. MADHAVA RAU,

MR. A. V. RAMANATHAN.

MODEL OFFICES.

(Note by Mr. N. Madhava Rao.)

THE PROPOSAL.

The proposal is to constitute a few existing offices into model offices and to devote special attention therein to—

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(1) No paper received in a model office should remain undisposed of for more than a week in ordinary cases, or more than a month in cases requiring collection of information, local inspection or hearing of parties.

(2) No periodical report or return for which materials can be obtained in the office itself should be delayed by even a day. If information is due from other offices, action should be taken at least a week in advance.

(3) Not more than three days should elapse after the disposal of a paper for its being sent to the records.

(4) No paper filed in the Record Room should require more than 10 minutes' search for being produced.

(5) The system of work prescribed in the rules, manuals, etc., should be religiously followed.

(6) No clerk should be late in attending office on more than one day in the month and that not more than 15 minutes.

Reward of Efficiency.

The model offices should be inspected by a Member of Council once in six months. If the prescribed standard is not maintained, a chance may be given for improvement. Failing this, the office should cease to be a model office.

If the condition of the office is found satisfactory, a small allowance may be given to the officials. The office should get credit for any improvements, economies and retrenchments it may effect by simplification of business and other means, the amount thus saved being available for distribution to the officials as enhanced allowance.

New offices may be admitted to the privileges of model offices if they can rise to the requisite standard.

Cost.

It is difficult to calculate the cost of the scheme. It may be roughly estimated as follows:—

	Rs.
Increased staff (if necessary)	3,000
Allowances to officials	2,000
Office equipment	1,000
Total per year	6,000

Conclusion.

It may be objected that every office should, in the ordinary course, be efficiently and properly conducted and that the stimulation of efficiency by special inducements may not produce lasting results and may leave the majorty of offices unimproved. There is, however, reason to believe that when once a high standard of efficiency is reached, there will be a desire to maintain it. Good habits, no less than bad, tend to perpetuate themselves. And though the scheme applies to a few offices, it will, by force of imitation and emulation, exercise a far wider influence. It will be the little leaven that leaveneth the whole lump.

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